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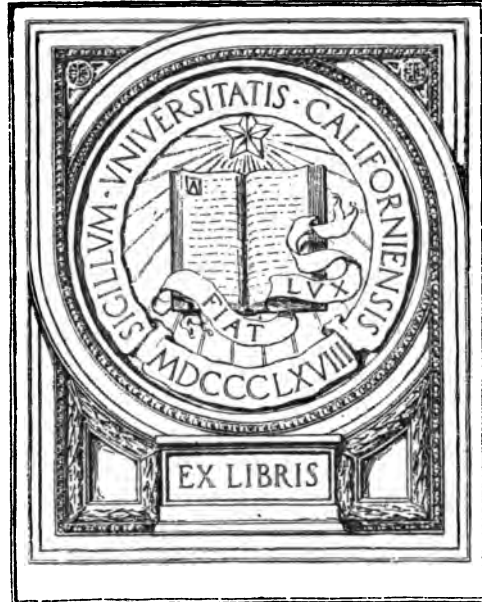
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# DATA ON ADVERTISING DEPARTMENT RECORDS

By L. W. ELLIS

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*Supplementary to Section XI of "Scientific Office Management" by W. H. Lippincott*

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A. W. SHAW COMPANY  
CHICAGO NEW YORK  
LONDON

18000  
18500  
18000

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## ADVERTISING DEPARTMENT RECORDS

By L. W. ELLIS

Some fellow's formula for efficiency runs like this: "First, pick a good man; second, give him a definite job; third, leave him alone." If my former general manager hadn't followed the last two-thirds of this formula to the letter, there wouldn't be any story. In fact, I am inclined to believe that the first part of the formula—about the good man—is superfluous. Almost anyone can learn to swim right off if he has to. Just take him young and throw him into deep enough water with nothing but instructions to kick and paddle. He'll swim all right. That's about all the help I got—a definite job and liberal language from the side lines. But I keep afloat.

Herbert Casson told me once that system wasn't the only thing to efficiency, not by a long shot. He said it was the easiest thing in the world to standardize a practice that was all wrong. Efficiency picks out the right thing to do and then systematizes it. So if any of the systems I talk about won't apply to your business, forget them, quick. The only excuse for talking about them at all is that I shall explain not only the system but the reason for it. Then perhaps, having the reason, you can find something that will apply or can be adapted to a similar condition in your own business.

This concern started business in 1853. In the fall of 1906 it hired its first advertising manager. He was a good one—very far-sighted. He devised splendid record systems—lots of them—and trained a splendid girl to keep the records.

After three years he left for a bigger job. A young chap from a smaller competing company took his place. He was a fine fellow and a good producer, but he kept his transactions mostly under his hat. The clerk-of-all-work nearly went crazy

trying to keep track of details for the ten weeks this man was in full charge.

Then, just at the close of the year, events happened fast. The company reorganized as a \$22,000,000 corporation, bought four other companies outright, and rapidly took on the sale of products from fourteen more factories. All advertising plans had been held up, of course, awaiting this merger. As soon as it was completed all hands wanted display advertising, catalogs, contract forms, and the like, at once, for the active selling season began the first of January.

New Year's Day dawned fair and colder. I can still think of that day and shiver. For on that day the big boss called me over to his house, wished me a Happy New Year, and wished on me a job as advertising manager. Honestly, I couldn't tell a half-tone from an electrotpe. Yet within twelve months we organized a big department and turned out a thousand separate advertisements and a thousand separate jobs of advertising literature. The young chap I mentioned as my predecessor stayed on but died in May. His successor came in June and went to the hospital in September for the remainder of the year. The rest of the little staff was almost as green as I was. And that's not the worst of it.

The week my assistant died they turned over to us the sales correspondence department with 62 people. They gave us the multigraph room, and we turned out a million letters and forms that year.

We got the photographer; the house organ; a sort of educational publicity bureau; a research department; and the repairs catalogs. And then, for good measure, we got the stationery purchasing department and stock room, which was handling about 1000 live forms. We apparently got the management of everything that was loose.

Remember, we were dealing with the products of 19 different factories—950 separate items to advertise, both here and abroad—and we had the whims of 49 branch houses to pacify. It was a beautiful field for organization—one of the most nearly unlimited opportunities I ever saw. Nobody outside the department cared how we ran it so long as we got out a carload of advertising every Saturday morning.

But you've got to leave him alone to run his job: My bosses were too busy running theirs to care how I run mine. I had a definite job and I was left alone. So the efficiency formula—two-thirds of it—proved out.

[illegible]

The upper form is the order for special service work. On this sheet are given specific instructions as to what is required, as well as the authority for the order, to what the cost is to be charged, and so forth. When the job is finished a report is made on the lower form and signed by the man doing the work

So much for the conditions. Let's get down to routine. Let's cut out the sales correspondence section and the stationery section. Then we can consider the real advertising department as it was finally organized. Keep in mind the fact that we had to organize as we went and produce a tremendous volume at the same time. We made plenty of false moves—we were



human—but we started out with some pretty definite principles. And because they worked I make bold to tell you that they will work in your department—I don't care how small or how big it may be. These fundamental principles are about as follows:

1. Definite written orders on each transaction
2. Permanent records, properly grouped
3. Division of labor (at least division of functions)
4. Written standard practice instructions covering routine procedure
5. Capable understudies
6. Periodical analysis and report
7. Satisfactory reward for the individual

<b>ORDER FOR ADVERTISING</b>					
Series _____		Topic _____			
Whole number _____		Date of order _____		Territory _____	
Copy sent _____		Cuts sent _____		Copy by _____	
Size of space _____		Page _____		Layout by _____	
		Lines _____		Inches high _____	
				Inches wide _____	

MEDIUM	DATE			DATE	
	PUBLICATION	CLOSE		PUBLICATION	CLOSE

Lines to be treated \_\_\_\_\_

Remarks on copy \_\_\_\_\_

Remarks on illustrations \_\_\_\_\_

Signed \_\_\_\_\_

#### THE ORDER SHEET FOR DISPLAY ADVERTISEMENTS

This interesting form gives the required data for properly preparing each display advertisement and also ties it up to the campaign of which the advertisement is a part. The data given includes the dates of closing and publication, the territory and the products affected, and the dimensions of the advertisement

Keep them in mind and we'll come back to them later. You practice them to some extent or you aren't making the most of your job. Now let's consider the machinery, starting with the first cog.

Take first the educational publicity work, or what you might call the service section of the department. We had a "special



We used nearly 1000 separate advertising orders the first year. Two-thirds of them—trade paper advertisements, mostly—were filled in our own copy section—the rest by the agency. But on every one of them we had a complete record of the time, the place, and the purpose. Our advertising envelope held the typewritten copy and proofs of the finished advertisement. The face of the envelope showed the costs. We didn't try to remember, or guess, or even suspect—we knew.

[illegible]

Here is the final resting place of the advertisement order, the manuscript copy, the proofs of the advertisement, and special correspondence. The printed form on the outside, as shown here, gives all the costs of getting up the advertisement, such as art, plates and composition, but not the cost of the space

Again, there was job order for each piece of advertising literature. When a sales promotion manager asked for a piece of literature, a souvenir, or some display material, we made him sit down and think it out with us. We set down rough specifications as to size, cost, postage, quantity, distribution,

product, copy and illustration plan, and so forth, and get his approval. Then we could work intelligently.

The Record Clerk supplied the job and form numbers. The copy man's duplicate was pasted in a folder, or jacket. He kept all his material in the jacket instead of lying around loose. When he wasn't working on the job the jacket was supposed to be in the job envelope. And while the job was progressing the Record Clerk's envelope was accumulating purchase orders, correspondence, and the like, for a complete, permanent record.

ORDER FOR ADVERTISING LITERATURE AND NOVELTIES			
Subject _____			
Job number _____	Date of order _____	Date expected _____	
Form number of advertisement _____	Last job number _____	Quantity ordered _____	
Number of pages _____	Size (approximate) _____	Inches high x _____	Inches wide _____
Postage _____ cents;	estimated cost, each _____ cents;	total \$ _____	
Stock: Cover _____	_____	Ink _____	
Inside _____	_____	Ink _____	
Requested by _____		Authorized by _____	
For the benefit of _____			
Department Division — Branch — Line — Dealers			
Circulation: Sale — Exhibitions — By mail from the branches or the home office — By the salesmen and dealers			
Envelope stuffers — Catalog insert			
Immediate distribution: Dealers _____		Branches _____	
Reserve stock _____			
Remarks on circulation _____			
Copy to be furnished by _____		Date _____	
Remarks on copy _____			
_____			
_____			
_____			

#### THE JOB ORDER FOR ADVERTISING LITERATURE

Whenever any display material, such as advertising literature, novelties, and so forth, are required, the rough specifications are first set down covering the size, cost, postage, quantity, distribution, product, copy and illustration plan. Then the order is O. K.'d and the work is started

The copy man working on an advertisement or catalog had to make a written requisition for library or illustrative material wanted. Red Tape? Sure, but with as high as 100 advertising and job orders out at one time we had to know where and what, and the boys soon saw the point. When they didn't see it we had a heart-to-heart talk. Life those days was too short for us to spend running around in circles.

We locked up six finished copies of each job as soon as we got through, and nobody but the legal department could draw

on this reserve. Just another bit of caution that might save a trade mark now and then, besides making it easier for succeeding generations of copy men.

There was a circulation-work order for each job of direct mailing, covering the material to be used; list circularized; details of matching, signing, sealing, postage, and so forth, and finally the report of time, costs, and the like, to be filled out by the Circulation Forewoman and the Record Clerk.

Each girl in this section, by the way, made out a daily time sheet. This gave us exact cost records on jobs and efficiency records on the girls. More red tape, but in 18 months we graduated 19 girls to better jobs downstairs as a result of our telltale figures.

There was a definite order blank for multigraph work, and the operator kept an envelope on each job. Results—we made a nice profit out of other departments. We soon found out just where we could beat the printer and where we couldn't, and chose our work accordingly.

There were, of course, definite purchase and shipping orders. We issued definite specification to printers—one form for literature and one for stationery and forms. Naturally we had written stock room records. Verbal orders didn't go anywhere around the place.

We got rid of buying the stationery and storing it, but first we corralled the compiling of it, including forms, of course. We cut out about 20 special letterheads. We standardized dozens of ledger forms involving special non-stock binder sizes and unnecessary waste in cutting expensive stock. We eliminated dozens of unnecessary shades of color and kinds of stock, and enabled the local printers to lay in good reserves of standard papers with some assurance that they would be used. And we got much quicker delivery.

We did all this by a dummy specification sheet, made out in conference with the department head requesting the form. We got him to say "yellow" and "about so big" and leave the rest to us. Then we issued a regular specification sheet calling for a standard size, weight, and color. The purchasing department did the rest, all but keeping the inevitable envelope.

Don't get the idea that all these orders and records were

# JOHN HANCOCK COMPANY

BOSTON, MASSACHUSETTS

## SPECIFICATIONS OF PRINTED MATTER SUBMITTED FOR PRICE QUOTATION TO

GENTLEMEN: —

Please give us an immediate quotation upon the following printed matter, the specifications for which are here given:

Description	
Quantity	
Number of pages	
Trimmed size body	
Cover size	
Stock, body, size, quality and weight	
	If the stock is furnished by us, it will be of satisfactory working quality, in the sizes you direct
Stock, cover	
Inks, body	
Inks, cover	
Number of pages of composition in the body	
Composition on the cover	
Binding	
Number of illustrations	
Size of illustrations	
Number of illustrations to the page	
Delivery of the copy and cuts to you	
Proofs	
Delivery	
	Say when, provided the cuts and copy are delivered to you as stated above
Special	
Remarks	
PLEASE NOTE	Fill in spaces left blank for that purpose, then sign below and return to JOHN HANCOCK COMPANY, Boston, Massachusetts, addressing the envelope "For the attention of the _____ department."
Respectfully submitted	Accepted:
(Name of your company)	
By	By

### THE REGULAR SPECIFICATION SHEET

A sheet like this is used when obtaining bids from printers. By giving clear, concise, and definite specifications for every job of printing, a large part of the uncertainty as to just what is desired is removed, and all bids on the same job are therefore more likely to cover the same quality of material and workmanship

installed the day after New Year's. Every kink in the system grew out of some hair-raising muddle and was adopted in self defense. Every time a row occurred that could be traced to a weakness in the system we got the evidence together, consulted everybody involved, worked out a routine and then set down in writing just how that subject should be handled thereafter.

You may call it a rule book, a law book, a Bible, a book of routines, a manual, or what-not, but if you can run an advertising job without written standard practice instructions of some sort you can begin Monday morning to make yourself a better manager by writing it all down. Make every man, woman or office boy that has individual responsibility write down, just what he does and just how he does it. Take these essays, edit them, see how they dovetail—or don't dovetail—then, with this picture before you, face the fact that your main grief is probably your own fault and not the fault of subordinates who are working at cross purposes at your own direction.

There is no detail of operation too small for your earnest attention—once. You can profitably spend a half-day, if necessary, in consultation with a six dollar office boy as to the best way for that boy to handle the details of his job. But after you've reached an agreement, and considered the boy's functions in relation to the advertising department and to all other departments, you are criminally negligent if you don't write it down where it can't get away. Reduce that boy's job to writing and file it as a law that will give him supreme authority to run himself without direction and without interference. If you don't, you're not doing your utmost in making responsible men out of those under you. And you're not so good an executive as you might be.

Give every person under you a definite job and written authority for doing it. Then let him alone and make everybody else leave him alone so long as he stays on the track. Then you're a real manager—not a gang boss. One careful decision as to procedure can be made to apply to a hundred cases. Make your decision with the consent of the governed, then make all hands stick to the letter of the law until you find a better way and then make that the law.

The funny thing is that if you do insist on standard practice a staff soon gets to like it. It restricts action of course, that

is, action on hunches. But it also gives each individual absolute freedom of action within the limits of his job. It separates functions, makes decisions in advance, and greases the machinery until an organization becomes self-managing to an almost unbelievable extent.

An engraver said one evening, "How do you do it? I've been around here all day. Everybody is working—everybody seems to know just what to do—yet nobody is giving orders and nobody is running around asking for them." It was a very sincere tribute to our standard practice book.

As each procedure was adopted and written up, three copies were made. One was posted for three days on the bulletin board. One went into my book. The third was routed, and after each individual concerned had initialed it, this copy went into a third book which was always at the disposal of the staff. When a man got off the track we had him—he couldn't plead ignorance of the law. Changes and corrections went through the same routine. Orders and general policy information from downstairs went into the book as issued. If they conflicted with our standard practice we raised the issue at once and I can say that we get those conflicting orders changed more times than we changed our own.

We had to keep the book right up to date. Standard instructions had to be followed until someone found in a pinch that they wouldn't work. Then he had to show why and draft a new regulation. Our department grew very fast. The book was a godsend when it came to breaking in new people. A new man's first job was to study the book for at least three days. Then he was ready to go to work without bothering busy people with a lot of questions. He didn't have to ask what a given file was—all he needed to find out was where it was located.

But perhaps the most satisfying use of the standard practice book was in keeping other departments on the track. In any company you are bound to have clashes between departments. We could always show that our people were not running wild. After bumping into our book for a few months the two departments that gave us the most grief—sales and purchasing—started a book of their own.

I appropriated the idea from the Larkin Company. You who know how standardized that concern is can judge whether



management with the aid of standard practice instructions is better than management by work of mouth alone, or whether it isn't. I know that the standard practice book was the biggest single factor in the system which we worked out successfully. I claim no especial credit. I merely saw a device that would solve most of my managerial difficulties, grabbed it, and sold it

DATE ISSUED

PRODUCTION ORDER

DATE WANTED

Covering

Title or subject

Assigned to

Art work ordered of

Plates ordered of

Printing ordered of

Ideas approved by

Copy approved by

Final approval, Date

Whole number advertisement

Form number advertisement

Job number

Date

By

Date

By

Date

Layout approved by

Revise approved by

By

PROGRESS OF THE ORDER

PRINTER

ENGRAVER

PUBLICATION

Notified space scheduled

Copy sent

Layout sent

Cuts sent

Retouched copy in for O. K.

Retouched copy returned

Number of proofs wanted

1st proof received

Returned

2nd proof received

Returned

Final proof received

O. K'd proof returned

On press

Remarks

Form number

Whole number

Delivered to

Date

To be out

Form number

Whole number

Date

Following to

Form number

Whole number

Received this Production Order complete from advertising production manager.

Signed

CHIEF CLERK ADVERTISING PRODUCTION DIVISION

Please furnish following:

Signed

Delivery promised

Job examined and approved by

Begun

Completed

When

THE PRODUCTION ORDER JACKET

This is a two flap folder just large enough to go into the job envelope when folded. The insert shows a portion of the right hand flap, which provides a receipt for the order, and requisitions for material. The copy man puts all his material into this jacket, which is kept in the job envelope when not in use

to the department. The real credit must go to my helpers who adopted the idea with heart and soul. They wrote the book and they made it the living, vital force it became in our business.

One more illustration and I'm done with this topic. After 16 months of organization and production I was ready for a vacation. We hired an assistant manager—a good man. He

[illegible]

(13)

a month or so later, I found the department running smoothly along, somewhat worried, but practically intact, and I had hardly been missed.

The standard practice book saved my job. It saved jobs for the people in my department. And I say to you that if you can get your department, big or little, to build a real standard practice book for you, you and they can weather almost any storm that ordinary business can develop.

<b>WORK ORDER – CIRCULATION ROOM</b>						
Series _____		Subject _____				
Job number _____	Date of order _____	Work for _____				
Details of work material _____						
<b>COST SHEET</b>						
Signed _____						191 _____
Work begun _____		Completed _____		Report dated _____		
Item	Quantity	Hours	Cost per 100		Total cost	Remarks
			Estimated	Actual		
Stamps _____						
Envelopes _____						
Letters _____						
Labor _____						
Overhead _____						
Totals _____						
Work and material furnished to advertising department _____						
Distribution of charges _____						
Signed _____			Circulation clerk _____		O.K'd by _____	

#### THE CIRCULATION-WORK ORDER

For each job of direct mailing a sheet like this is made out covering the material to be used, the list or lists to be circularized, and the details of matching, signing, sealing, postage, and so forth. This sheet also contains the report on the time and costs. It is filled out by the circulation forewoman and the record clerk

Of course you can't put people's names in a standard practice book. People come and go—an organization is permanent, if you build it right. So we gave everybody a title, sometimes two or three. When we started our organization on the basis of functions we found the same fellow on it in various places. That immediately suggested that some of them swap parts of their work. Then we had coherent units—no criss-crossing. Next we moved those units around to save steps.

We placed new stairs to land people in the secretary's room, which accommodated the secretary, one general stenographer, two messengers, the bulletin board, and a multiplex sample ex-

hibit. Traffic just naturally had to gravitate to and from this room as a center. It was the easiest thing in the world for an intelligent secretary to keep his finger on the pulse of the department while I stayed in my dug-out and worked. It took us nearly a year to get to a point where we felt really settled and could begin to refine our methods in detail. We had taken six departments that reported to the general manager and welded them into one; established definite written routines; charted the organization according to functions, and placed the different sections where they could get at each other with the least possible confusion.

So now we may leave the general story of organization and take up a few of the every day details that might be of interest, not forgetting that we still have three main principles to account for.

I was personally responsible to the general manager for expenditures and policy. Our work was not censored in advance, but it had to fit. We had to know what was going on. We had to be up to the minute on the plans and acts of the general management, the sales department, the factories and the experimental corps.

That meant frequent conferences with department heads, but we also had an intelligence service, a regular spy system. That meant our being real friends with the local foremen, the local salesmen, men in the drafting rooms, clerks in the sales and traffic departments, the general manager's private secretary, and every man from the outlying factories or branches that we could get hold of. Every man in the department was constantly on the lookout. The staff prided itself on being the information center. Every clew was run down and every bit of information went into a morgue for instant reference. So our campaigns did fit, and we seldom had to make awkward explanations after the fact.

The secretary's staff had a definite job, which was to let me alone as much as possible. They shunted callers. They sorted and disturbed mail, looked up previous correspondence, and answered most of my letters before I had the pleasure of seeing them. They sifted trouble cases and got all the facts before bringing me the grief. They discouraged the practice

of each employee's running in to see the boss every few minutes on some trivial question that a little thought would answer. Department people were taught to collect the points they couldn't answer and bring up a number of them at one time for concentrated work. The department got so it didn't care much whether I was in town or not. It ran beautifully so long as I let it alone.

We had a very few confidential papers in the executive files. Everything else about the place was free as air and almost as easy of access. So I had no monopoly on information and didn't have to spend my time in dispensing it.

I kept one folder handy, labeled "Vanity and Ammunition." It held certain bouquets passed to us and sundry other bits of evidence that common sense told me would be useful in emergencies. I never went "on the carpet" without it. You can well afford personally to write a comprehensive annual report. Your concern may not ask for it. It may not be read. But it checks you up in your own eyes and places a milestone to tell you whether you are going ahead or back. I have done it for years and it is a liberal education to me now to read my old reports. It keeps me from being impatient now with fellows who know a lot more than I did at their present ages.

In this particular case my reports were divided as follows:

1. Status of organizations, including names of personnel, salaries and recommendations
2. Statement of policy governing the year's work, quoted from a previous statement, and comparison with the year's activities
3. An account of the year's work of each section
4. Statement of output and costs compared with the budget
5. Resume of continued and uncompleted work
6. Recommendations as to policy for the coming year
7. Estimate of appropriation required to carry out this policy

My file of annual reports would be my main solicitation if I were trying to sell myself to a new firm. As each report was written I was so close to the details that I had to tell the truth. I couldn't dress it up and leave out the unpleasant details.

Report fully to yourself at least once a year. It's good for what ails you.

The Record Clerk was a party to every transaction. Nothing could get by her. The machinery wouldn't work. Her records on jobs—ads, literature, special service, mailing, etc.—were based largely upon 9x12 envelopes, open at the top, with no flap. Four different envelope forms were used, printed front and back to accommodate for summary of costs, and so forth. These envelopes seldom left the files except when reports were being made up, or a new job of similar character was being laid out. Each envelope took the place of three to five previous card indexes and made it a simple matter to analyze our work.

We kept an expenditure book and analyzed our own expenditures. All invoices came first to the Record Clerk for checking against purchase orders, estimates, and so forth. Invoices were entered on the proper envelope, also in a book with parallel columns which distributed expenditures as they were posted. We made a monthly report based on invoices passed which gave a more satisfactory comparison with the appropriation than the controller's record of bills paid. Our annual report classified expenditures by products; by territories; by class of material produced; and by sections of the department. Display advertising reports showed the cost of space, commissions, cash discounts, art, and plates. Reports on literature showed quantities; distribution; and printing, art, and engraving costs.

We voluntarily went so far as to furnish the treasurer each month with a statement of his probable payments on our account for the next period. Shortly after the management was changed we outlined our absolute needs for six months in advance and were within two per cent of being dead right. So they let us alone some more. Our figures earned us the privilege.

Six girls, averaging \$44 per month made up this section for handling records and reports. They handled all job records; checking and clipping; rate and correspondence files; files of drawings and engravings; stock records; purchases, invoices and accounts, and did considerable stenographic work besides.

This section saved its cost and paid dividends every month in the year.

Three other devices handled by this section are worth noting. One was a "Future Job" envelope, similar in size to the original but of different color. This was filed right behind the original. We put all kicks and criticisms on a job in the "Future Job" envelope—all suggestions and all data for the next edition. It discounted memory and gave the copy man a flying start the next time. The second was a system of permanent looseleaf binders—big ones—each devoted to one product in all its sizes and models. This was our "Morgue." Each binder covered in part:

1. Product's excuse for existence, such as the view of the inventor, builder, salesman, and so forth
2. Sizes, variations, and accessories
3. Territory or markets to which adapted and most favorable thereof
4. Field performance, comprising testimonials and records of tests
5. Costs, prices, competitive prices, terms, and discounts
6. Weights, shipping data, and the like.

In short we collected all the "inside" information that would give a new man a clear perspective before he began to write, as well as information up to the minute. It is a fact that our best catalog man was with us a year before he ever saw a threshing outfit at work. But by that time his vanity file was full of bouquets from the sales force.

The third device was an 8½x11 card that superseded five card indexes on illustrative material. We had the Dewey decimal system in our library so we applied it to our drawing and engraving files, also. The copy man found his information in the library and then went for his pictures under the same index number, or vice versa. This card recorded purchases, and data on inventory, filing, and shipping. It took care, not only of one drawing from a subject, but of all drawings, negatives, lantern slides, prints, engravings, and electros from that subject, in whatever form or size. When a man found the picture he wanted, he had before him a record of every reproduction that had been made of it and where that particular reproduc-

tion was—whether we had it, or a printer, engraver, or publication.

All this work of the record section may seem out of the question in a small department. But in a later connection I got it all done—substantially—but on a smaller scale, with one \$40 girl. The functions of such a section are the same, regardless of size.

We have covered five of the seven principles—written orders, permanent records, standard practice instructions, division of functions, and reports. The other two—understudies and the reward of individuals—are closely allied.

INDEX NUMBER				SUBJECT									
LINE	ITEM	SCREEN	SIZE	ORDER DATE NUMBER	PURCHASED FROM	FOR	QUANTITY	COST	COST EACH	DRAWING NUMBER	NEGATIVE NUMBER	CABINET	DRAWER
1													
2													
3													
4													
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#### MAKING ONE CARD DO THE WORK OF FIVE

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The death of one advertising production manager and the illness of another in our department threw a heavy load upon the next man in line. He passed his work on down. The extreme pressure of our regular work gave us no chance to speed up anywhere except at the bottom. Each of us subscribed to the theory that we ought not to do anything that could be done by cheaper help. As a result we had a capable



understudy at every point. We very rarely had production interrupted because nobody understood what came next. Volume alone was the problem, week in and week out.

The introduction to our standard practice book pictured an ideal. This ideal was a state wherein any individual might be "fired," get sick, or die without being missed. That was the ideal from the company's standpoint. But it was also pointed out to the staff that the man who could be fired because he had put his job where it could be handled by somebody else was just the man the company was always looking for to fill a vacancy higher up. We were travelling fast, and promotions to new work came fast enough to give our ideal a definite meaning. To the man who kept himself ready for his reward our ideal was no empty dream.

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#### KNOWING WHERE THE PHOTOGRAPHS ARE

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The executive who isn't constantly figuring out bigger jobs for his men, so they can make more money, isn't growing. The most humiliating occurrence I can think of is to have a good man come and ask me for more money. I always try to "beat

him to it." And I've lost very few men that I didn't help to get a better job somewhere else. The employee who keeps his job all to himself for fear some one will take it away from him will never have a better one. He'll be the man with the one talent, and on the day of reckoning he'll lose that.

But it's the manager's job to give him the right slant—to help him develop his understudy—and to find the man's reward. If he can't possibly find it in his own concern then let him graduate the fellow when he's ripe and fall back on the understudy. Keeping men who don't belong to you doesn't get you anywhere.

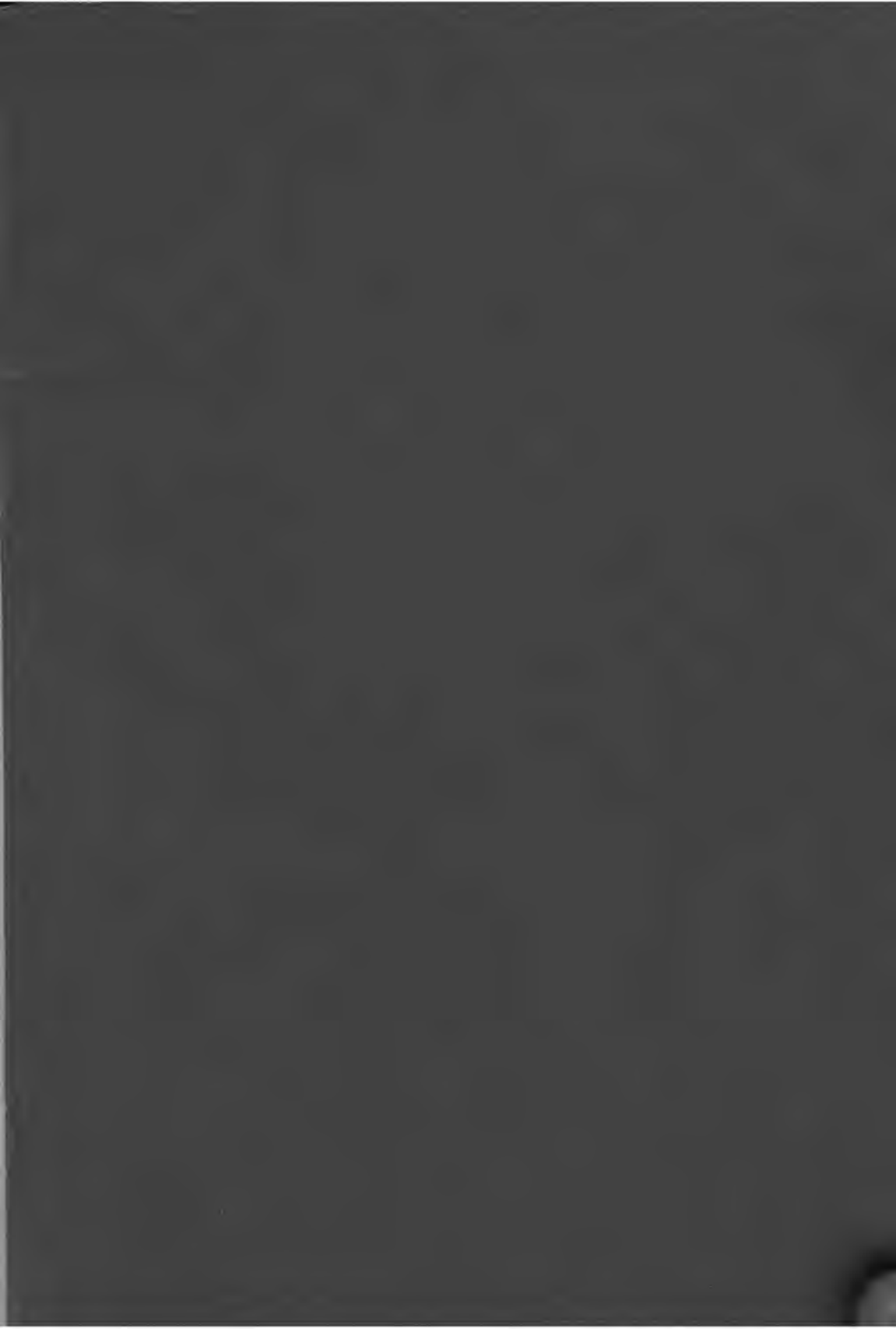
Harrington Emerson has twelve principles of efficiency. I don't know what they are. Taylor, I think, has ten. I started out by giving you three—get a good man, give him a definite job, and let him alone—and said that under some conditions the last two were enough. I've outlined seven. You probably can write those over into five, or nine. The number doesn't make much difference. They all arrive at the same total.

I started to talk about system. System is one thing—details, routines. I've told you about a few of the systematic devices we found useful. But it's hard to talk about systems without explaining conditions. It's hard to talk about conditions without getting off into the theory of organization. And then you run right into the subject of efficiency, which is nothing but the standardization of good systems. I believe that most men, if they had been put up against a similar job, would have reacted about as I did. So I have given you my experience as I see it, believing that the principles I had to recognize to keep ahead of this particular job—the hardest job I ever want to have—will stand the test in yours. The system perhaps won't apply. The seven principles will.









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